System Integration Toolkit

System Integration Improvement Resources

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  - Initial reading
  - Policy context
  - Enablers and barriers
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  - Vision development
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System Integration Framework & Assessment Tool

- System Integration Framework Assessment Tool User Guide
- Interactive Assessment Tool

Domain Guides & Supporting Information

- Leadership
- Culture
- Service User and Carer Engagement
- Service and Care Model Design
- Workforce
- Information and IT
- Financial and Contractual Mechanisms
- Governance
- AQuA’s Integrated Community Report
- Operational Report
- Literature Review

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Welcome

We are delighted to welcome you to AQuA’s System Integration Toolkit.

This Toolkit is packed full of resources and information to help you with your integration journey.

If you do have any queries at all please contact:

Eleanor Morgan
Programme Support Officer
Tel: 0161 743 2044
E-mail: eleanor.morgan@srft.nhs.uk
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You are here
It is widely acknowledged that there is no one best way to integrate services.

This is because of differences across communities in terms of patient need, geography, funding, etc.

Therefore, this Toolkit is not a step-by-step guide to system integration. Rather, it supports you in understanding where changes need to be made and in identifying what those changes might look like, particularly across eight key areas which are referred to as domains throughout this Toolkit.

The information in the Toolkit has been gained through:
• a rigorous review of the literature on integration and integrated care,
• speaking to those who have been there and done it, and
• pulling on knowledge about large scale transformational change from across the globe.

It is hoped that from this knowledge and expertise you can consider this learning, adapt, and then implement within your own communities.
Due to its strategic focus, this Toolkit is for those involved in making integration happen.

It is suggested that implementation should be supported by individuals with expert knowledge of system change.

Should you wish for AQuA to help you with this please contact:

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E-mail: eleanor.morgan@srft.nhs.uk
This diagram demonstrates the different ‘layers’ of the Toolkit.

It is suggested that you systematically work through each layer, with measurement running through all three layers.
This is your starting point. The section shares with you important information and tools which will help you in building the foundations for system integration. It includes a readiness assessment for you to complete and information on change management.

This Framework enables you to establish your baseline and track your progress across the eight domains.

Measuring the success of integration is hard but this Measurement Guide provides a comprehensive overview as to how this can be done and should be viewed as an integral part of the whole of the System Integration Toolkit.

There are eight domain guides in total. They include key principles and demonstrate how these are translated into practice through outlining what is known to work plus real live examples from those who have been there and done it. Two other resources are included here to support with operational implementation:

- AQuA's Integrated Community Report
- Operational Considerations for Integrated Care

This section ends with access to the Literature Review from which much of the content within the domains is based.
A roadmap has been developed which outlines the stages you will go through during your integration journey.

At each stage it suggests the resources you may wish to access to help you along the way.

The Leadership Domain Guide, Culture Domain Guide and the Measurement Guide apply within each of these stages.

This roadmap can be viewed on the next slide.
This roadmap provides a suggested order of implementation rather than a prerequisite, as it is acknowledged that all areas interlink and the local context may affect prioritisation.
By clicking on the relevant box you can access a whole host of resources which will help you in preparing the foundations for integrated care.

Once these have been viewed you will then be ready to move onto the next stage of the Toolkit:
What is integration and integrated care?

The terms integration and integrated care are often used interchangeably. A review of the literature revealed that there are 175 definitions and concepts (Armitage et al, 2009). What can be gleaned from this is that integration and integrated care can mean very different things to different people. Therefore, for the purpose of this Toolkit the following definitions will be used:

Integration: Integration is the process, methods and tools of integration that facilitate integrated care (Shaw et al, 2011, p. 7)

Integrated care: The patient perspective is at the heart of any discussion about integrated care (Shaw et al, 2001, p. 7), therefore enabling ‘person-centred coordinated care’ (Graham et al, 2013, p. 13)
Initial Reading

If you would like to do some initial reading about integration and integrated care, and see how others have made progress, the literature outlined below is a good starting point:

What is integrated care? An overview of integrated care in the NHS
Click here

Integrated care summary: What is it? Does it work? What does it mean for the NHS?
Click here

Making integrated care happen at scale and pace: Lessons from experience
Click here

Integration in action: four international case studies
Click here
There is definitely a drive by policy makers to see integrated care being implemented within appropriate settings. The documents below outline this in further detail:

Evidence Summary
Making the best use of the Better Care Fund: Spending to Save (pages 1-3)
Click here

Integrated care for patients and populations: Improving outcomes by working together
Click here

Integration: A report from the NHS Future Forum
Click here

Integrating health and social care: Where next? (pages 3-5)
Click here
This section aims to identify some of the enablers and barriers to integrated care.

As an enabler to one organisation could be a barrier to another a distinction has not been made between the two. Rather it is recommended that you use your local knowledge to identify which are enablers and barriers and consider how to harness the enablers and reduce the impacts of the barriers.
Enablers and Barriers

Workforce:
- Training
- Understanding expectations
- Clearly defined roles
- Trust
- Standard development
- Policies and procedures
- Support from senior leaders
- Clear lines of responsibility
- Reporting arrangements
- Co-location
- PAYE
- Culture

Contractual and financial mechanisms

Patient choice versus diversity of provision

Communication

Engagement

Governance:
- Decision making
- Collaboration
- Structures

Leadership:
- Engagement
- Focus across partners
- Development of system managers

Information and IT:
- Ability to share information
- Funding to support changes

Service User and Carer Engagement

Measurement

Vision:
- Development
- Communicating
Change Management

Many very large books have been written on change management and this Toolkit cannot attempt to capture all this knowledge. However, if you are new to change management or would like to refresh your knowledge the following may be of use:

AQuA
AQuA’s core business is to help organisations improve the quality of care for service users and their communities. We run a host of programmes and provide bespoke support for members. We have considerable expertise in supporting teams implement integration. To find out more contact:
Eleanor Morgan
Programme Support Officer
Tel: 0161 743 2044
E-mail: eleanor.morgan@srft.nhs.uk

NHS Change Model
The NHS Change Model has been created to support the NHS to adopt a shared approach to leading change and transformation
http://www.changemodel.nhs.uk/pg/dashboard
Institute for Innovation and Improvement
The NHS Institute was established to support the transformation of the NHS, through innovation, improvement and the adoption of best practice. Although the Institute closed in March 2013 many of its resources are still available on its website.

http://www.institute.nhs.uk/

NHS Improving Quality
NHS IQ works to improve health outcomes across England by providing improvement and change expertise.

http://www.nhsiq.nhs.uk/

Institute for Healthcare Improvement (IHI)
The Institute is a leading innovator, convener, partner, and driver of results in health and health care improvement worldwide.

http://www.ihi.org/Pages/default.aspx
Vision Development

The importance of developing a compelling vision which engages and empowers everyone involved cannot be emphasised enough.

A great example of vision development is the use of the fictitious Mrs Smith in Torbay. The use of Mrs Smith as a concept of ‘our service user’ keeps the mind firmly focused on the needs of those using your services. This approach encourages buy-in from staff as well as ensuring that decision making is based around service users and carers.

The vision must be clearly articulated and understood by everyone otherwise there may be a disconnect between the strategic view and operational delivery.

The Measurement Guide provides information on vision development.
The purpose of this Readiness Assessment is to provide you with a broad understanding of whether you have the foundations in place for integration.

The System Integration Framework and Assessment Tool should be used following completion of the Readiness Assessment to provide greater detail and clarity regarding areas of focus.
<table>
<thead>
<tr>
<th>Domain</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership - do you have:</strong></td>
<td></td>
<td></td>
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<tr>
<td>Leaders with the right ‘system’ skill set?</td>
<td></td>
<td></td>
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<tr>
<td>Clinical champions/clinical leaders who will take forward the integration agenda?</td>
<td></td>
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<tr>
<td>Leaders who have a strong belief in integration?</td>
<td></td>
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<tr>
<td><strong>Governance - do you have:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shared vision and objectives?</td>
<td></td>
<td></td>
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<tr>
<td>An agreement to work together?</td>
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<tr>
<td>- expectations, ground rules and behaviours</td>
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<tr>
<td>- Resolve past differences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A memorandum of understanding or partnership agreement (where appropriate)?</td>
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<td></td>
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<tr>
<td><strong>Culture - do you have:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A vision of what you want the culture to look like?</td>
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</tbody>
</table>
### Readiness Assessment cont.

<table>
<thead>
<tr>
<th>Domain</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service User and Carer Engagement – do you have:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A clear idea as to what outcomes you hope to achieve through engaging with service users and carers?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial and Contractual Mechanisms – do you have:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge of the different financial and contractual mechanism you could adopt?</td>
<td></td>
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<tr>
<td><strong>Information and IT – do you have:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>An understanding of data needs?</td>
<td></td>
<td></td>
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<tr>
<td><strong>Workforce – do you have:</strong></td>
<td></td>
<td></td>
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<tr>
<td>All relevant work areas included? E.g. non-clinical departments such as estates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>An understanding of current workforce capacity and capability?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Service and Care Model Design - do you have:</strong></td>
<td></td>
<td></td>
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<tr>
<td>An understanding of the outcomes you expect to see as a result of integration?</td>
<td></td>
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# Glossary

<table>
<thead>
<tr>
<th>Glossary/Abbreviation</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>The way integrated care processes are managed to provide assurance to stakeholders</td>
</tr>
<tr>
<td>Improvement science</td>
<td>This is a framework for research focused health improvement</td>
</tr>
<tr>
<td>Integrated Care Community 2 (ICC2)</td>
<td>AQuA’s second cohort of health and social care economies focusing on integrated care, most of which are CCG led (with the first being the Integrated Discovery Community)</td>
</tr>
<tr>
<td>Integrated Discovery Community</td>
<td>Eight health and social care economies were recruited through an application process to participate in a two year action learning set to support the development of integrated care, to share and spread learning, and inform development of future AQuA initiatives</td>
</tr>
<tr>
<td>Integrated systems</td>
<td>Focus on population outcomes and system enablers</td>
</tr>
<tr>
<td>Integrated services</td>
<td>Focus on re-designing integrated clinical and support services</td>
</tr>
<tr>
<td>Integrated teams</td>
<td>Focus on re-designing direct care for patients and carers</td>
</tr>
<tr>
<td>NCT</td>
<td>Neighbourhood Care Team - this is another name for an integrated team</td>
</tr>
<tr>
<td>Risk stratification</td>
<td>Use of people’s previous interactions with health and social care to predict those who need more co-ordinated support</td>
</tr>
<tr>
<td>Triple Aim</td>
<td>This is a framework, developed by the Institute for Healthcare Improvement, that describes an approach to optimizing health system performance</td>
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</tbody>
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